

# *Missouri Division of Workforce Development*

## *Workforce System Employee Survey*



*Compiled by:*  
*Division of Workforce Development*  
*421 E. Dunklin*  
*PO Box 1087*  
*Jefferson City, MO 65102*  
*[www.ded.mo.gov/wfd/index.htm](http://www.ded.mo.gov/wfd/index.htm)*  
*[www.greathires.org](http://www.greathires.org)*

# ***EXECUTIVE SUMMARY***

## **BACKGROUND**

### ***DWD Survey***

In August 2005, the Missouri Division of Workforce Development (DWD) conducted an online employee survey. The survey was intended to gather information to assess DWD's capacity to deliver quality services, and respond to both internal and external customer needs. All responses were confidential and anonymous.

The survey was divided into three sections and took approximately 10 minutes to complete. The first section was comprised of 53 multiple-response questions in 15 categories, which included: organization, quality initiatives, customer focus, change, teamwork & trust, empowerment & decision making, operating effectiveness, communication, leadership skills, performance management, training & development, recognition & incentives, availability of resources, working conditions, and overall satisfaction. In the second section, respondents ranked the level of importance for each category from the first section. The third section consisted of four demographic questions, one multiple-response general morale question, and two open-ended questions relating to job satisfaction and organizational recommendations.

A total of 298 DWD employees from across the State of Missouri completed the survey. The employee respondents represented a range of work experience, time on the job, job function, and area of responsibility. The majority of respondents (73%) works in one of the 41 Career Centers throughout the State as Workforce Specialists, and represents 54% of DWD Career Center staff. Respondents who work at DWD Central office comprise 26% of respondents, and represents 75% of DWD Central Office staff. Additional work functions of respondents include: Supervisor, Manager, Administrative Support, Planning & Analysis, and Fiscal. A quarter of the respondents (25%) have from 2-5 years on the job, and almost half of the respondents (46%) have more than 5 years on the job. Respondents' work areas of responsibility include: Business Representative, Parents' Fair Share (PFS), Missouri Employment & Training Program (METP), Career Assistance Program (CAP), Resource Room, Customer Intake, Job Corps, Customer Workshops, Veterans' Representative, and Counselor.

### ***Partner Survey***

In September 2005, DWD conducted a workforce system partner staff online survey. The survey was intended to gather information from workforce system staff throughout the State to assess the system's capacity to deliver quality services and respond to customer needs through an integrated workforce approach. All survey responses were anonymous and confidential.

The partner survey was divided into three sections and took approximately 10 minutes to complete. The first section was comprised of 25 multiple-response questions in 11 categories, which included: organization, quality initiatives, customer focus, change, teamwork & trust, empowerment & decision making, operating effectiveness, communication, leadership skills, performance management, and training & development. In the second section, respondents ranked the level of importance for each category from the first section. The third section consisted of four demographic questions, one multiple-response general morale question, and two open-ended questions relating to job satisfaction and organizational recommendations.

A total of 90 partner staff from various organizations across the State of Missouri completed survey. The employee respondents represented a range of work experience, time on the job, job function, and area of responsibility. The highest percentage of respondents (21%) works in one of the 41 Career Centers throughout the State as Employment Specialists. Additional work functions of respondents include: Administrative Support, Business Representative, Counselor, Director, Employment & Training Coordinator, Financial Management, Job Developer, Program Manager, and Youth Coordinator. Almost half (43%) of the respondents have move than 5 years on the job. Respondents' work areas of responsibility include: AEL/GED, Career Assistance Program (CAP), Case Management, Eligibility Determination, ESL, Fiscal, Greeter, Customer Intake, Job Development, Monitoring, Referrals, Resource Room, and Workforce Linkage Workshops.

## **OBSERVATIONS**

### ***Strengths***

- The majority of employees responded they know the needs of their internal and external customers and the organization has a strong customer focus.
- The greater number of employees responded there is teamwork and trust among coworkers and supervisors, and that the organization encourages teamwork.
- The majority of employees responded they are involved in decision-making and are empowered and encouraged to make decisions necessary to do their job.
- When problems arise, employees indicated they work toward resolution.
- The majority of employees responded the organization offers opportunities to improve knowledge and skills, and 80% indicated they have attended training in the last 6 months.

### ***Opportunities***

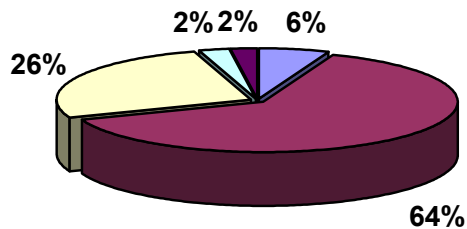
- The majority of employees indicated they know the vision, mission and strategic goals, however employees need a greater understanding of how their work impacts success.
- While most employees indicated organizational commitment to quality products, services, and measures, they responded improvements are not based on staff feedback and input.
- A majority of employees responded change is a necessary part of improvement, more than half responded employee skill level and attitude presents a barrier to change.
- 38% of employees responded they do not receive job performance feedback on a regular basis.
- While the majority of employees responded that recognition and incentives are motivators to job performance, only 20% responded they are acknowledged for high quality performance.

# ***SURVEY ANALYSIS***

## **Organization**

### ***DWD***

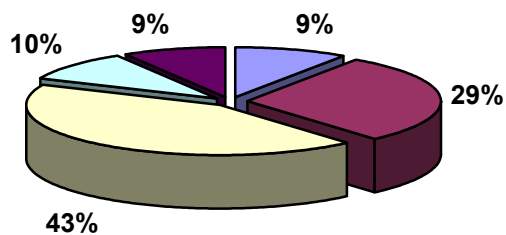
I know DWD's vision, mission & strategic goals & objectives.



Response	Percentage
Yes	64%
Somewhat	26%
No	2%
Unsure	2%
No Opinion	6%

### ***DWD***

I understand how my work affects the success of DWD.

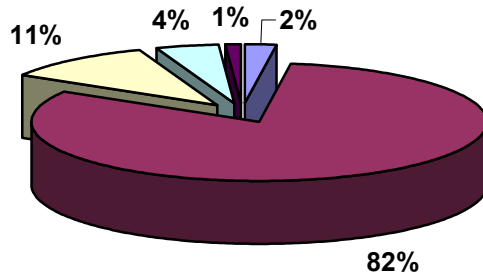


Response	Percentage
Yes	29%
Somewhat	43%
No	10%
Unsure	9%
No Opinion	9%

## **Organization**

### ***Partner***

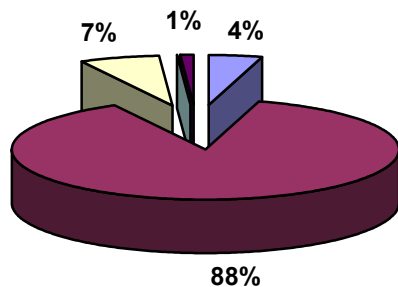
I know my organization's vision, mission & strategic goals & objectives.



Response	Percentage
Yes	82%
Somewhat	11%
No	4%
Unsure	1%
No Opinion	2%

### ***Partner***

I understand how my work affects the success of my organization.

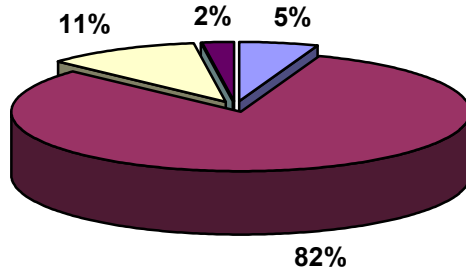


Response	Percentage
Yes	88%
Somewhat	7%
No	0%
Unsure	1%
No Opinion	4%

## **Organization**

### ***Partner***

I understand how my work affects the success of Missouri Career Centers.

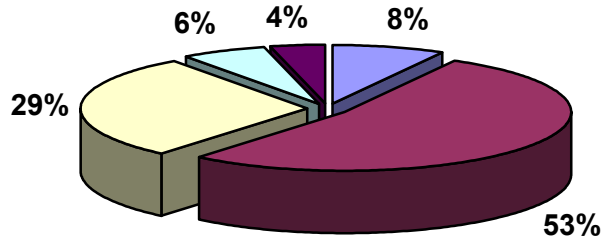


Response	Percentage
Yes	82%
Somewhat	11%
No	0%
Unsure	2%
No Opinion	5%

## **Quality**

### **DWD**

DWD is committed to continuous improvement.



#### **Response**

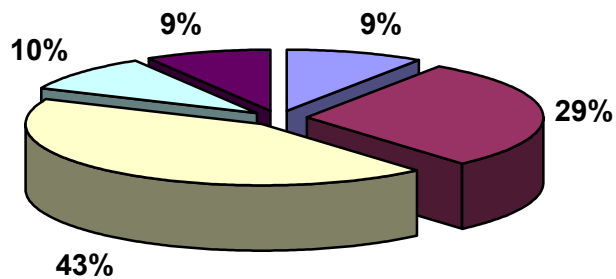
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

53%  
29%  
6%  
4%  
8%

### **DWD**

DWD has procedures and processes used to measure service quality.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

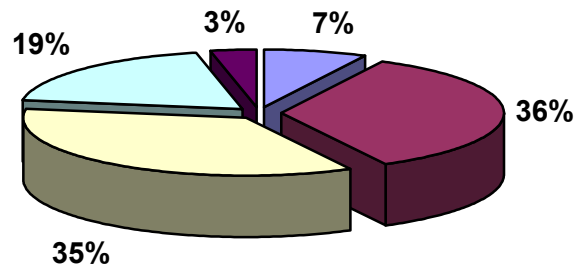
29%  
43%  
10%  
9%  
9%



## **Quality**

### **DWD**

DWD encourages staff to find ways to improve quality.



#### **Response**

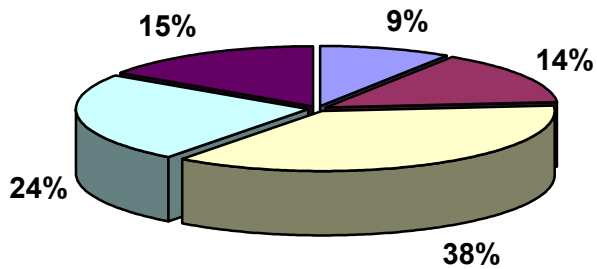
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

36%  
35%  
19%  
3%  
7%

### **DWD**

DWD process improvements are based on staff feedback.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

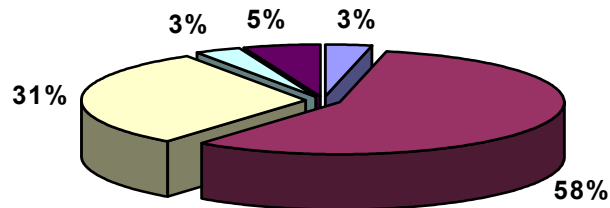
#### **Percentage**

14%  
38%  
24%  
15%  
9%

## **Quality**

### ***Partner***

**My input improves the quality of services and products offered.**



#### **Response**

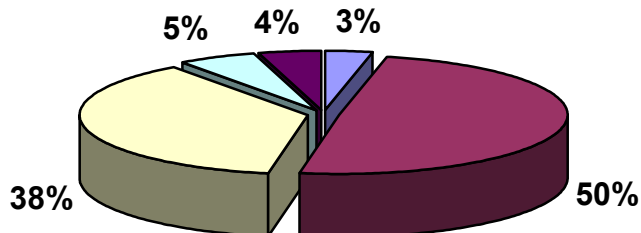
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

58%  
31%  
3%  
5%  
3%

### ***Partner***

**My organization measures the quality of services and products.**



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

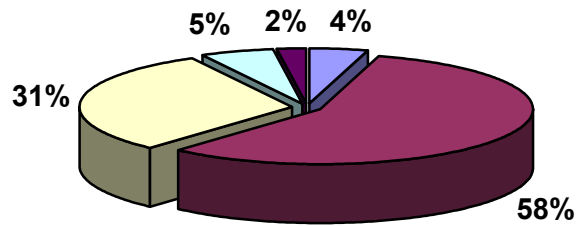
#### **Percentage**

50%  
38%  
5%  
4%  
3%

## **Quality**

### ***Partner***

**Missouri Career Centers are committed to continuous improvement.**



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

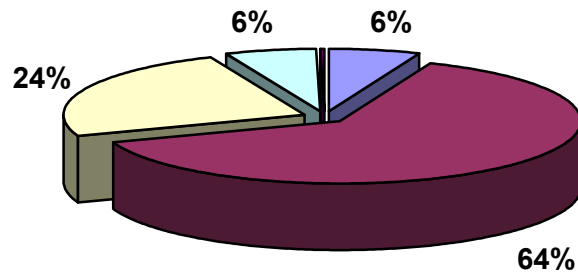
#### **Percentage**

58%  
31%  
5%  
2%  
4%

## **Teamwork/Trust**

### ***DWD***

Employees in my work area cooperate to meet customer needs and get the job done.



#### **Response**

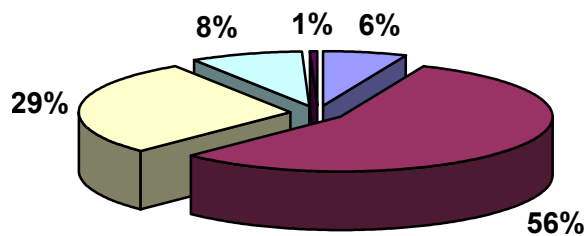
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

64%  
24%  
0%  
6%  
6%

### ***DWD***

I trust my coworkers.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

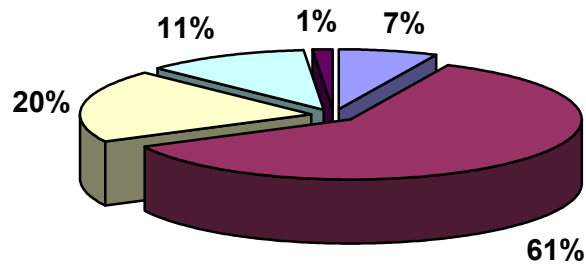
#### **Percentage**

56%  
29%  
8%  
1%  
6%

## **Teamwork/Trust**

### **DWD**

I trust my supervisor/manager.



#### **Response**

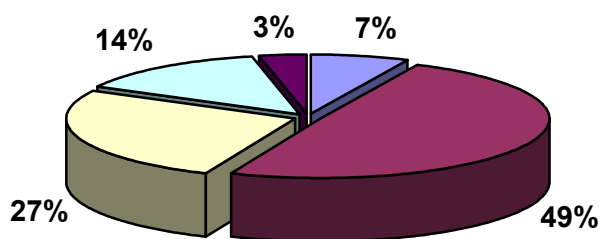
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

61%  
20%  
11%  
1%  
7%

### **DWD**

DWD encourages teamwork.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

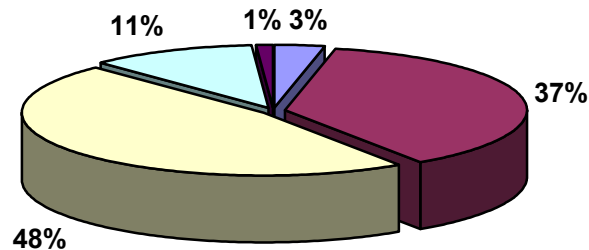
#### **Percentage**

49%  
27%  
14%  
3%  
7%

## **Teamwork/Trust**

### ***Partner***

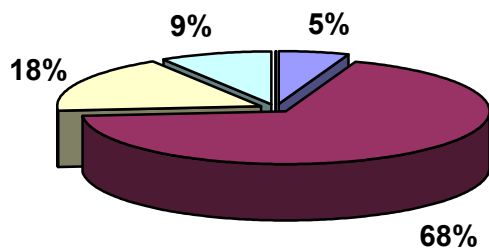
Employees in Missouri Career Centers cooperate to “get the job done.”



Response	Percentage
Yes	37%
Somewhat	48%
No	11%
Unsure	1%
No Opinion	3%

### ***Partner***

My organization encourages teamwork.

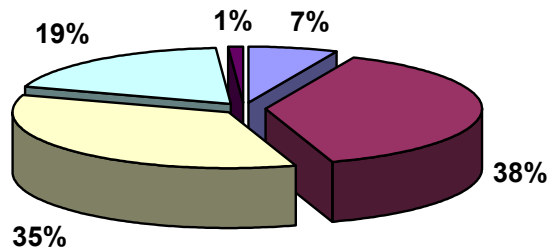


Response	Percentage
Yes	68%
Somewhat	18%
No	9%
Unsure	0%
No Opinion	5%

## **Empowerment**

### **DWD**

I am involved in decisions that impact my work.



#### **Response**

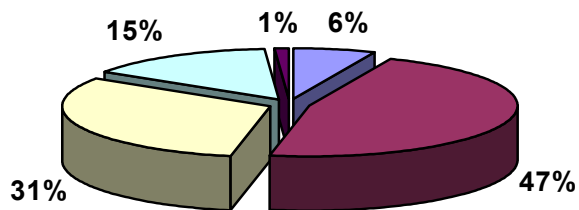
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

38%  
35%  
19%  
1%  
7%

### **DWD**

I am empowered to make decisions necessary to do my job well.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

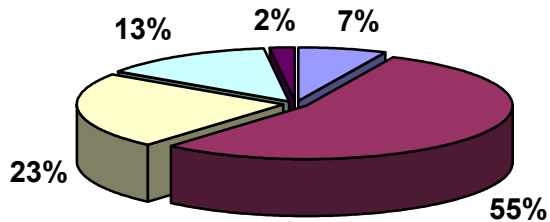
#### **Percentage**

47%  
31%  
15%  
1%  
6%

## **Empowerment**

### **DWD**

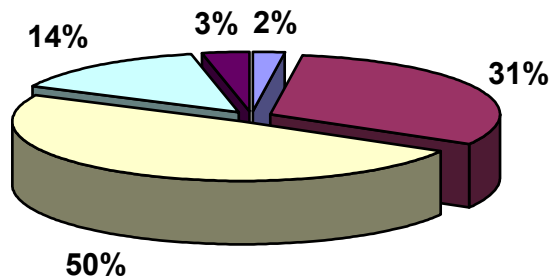
**My supervisor encourages me to develop better ways to do things.**



Response	Percentage
Yes	55%
Somewhat	23%
No	13%
Unsure	2%
No Opinion	7%

### **Partner**

**Missouri Career Center employees are involved in decisions that impact work processes.**



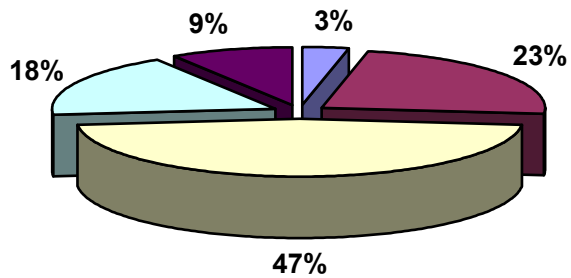
Response	Percentage
Yes	31%
Somewhat	50%
No	14%
Unsure	3%
No Opinion	2%



## **Empowerment**

### ***Partner***

**Missouri Career Center employees are empowered to make work decisions necessary to do their job well.**

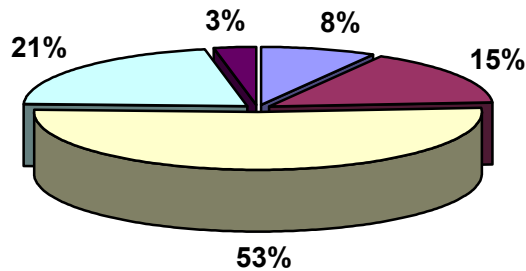


Response	Percentage
Yes	23%
Somewhat	47%
No	18%
Unsure	9%
No Opinion	3%

## **Operational Effectiveness**

### **DWD**

DWD processes and job functions operate efficiently.



#### **Response**

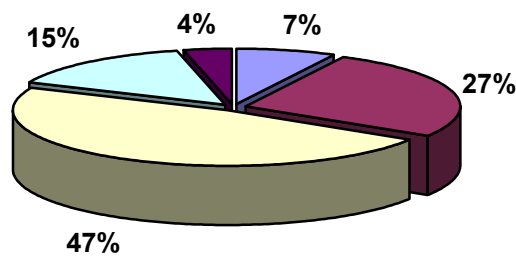
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

15%  
53%  
21%  
3%  
8%

### **DWD**

Employees are well organized.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

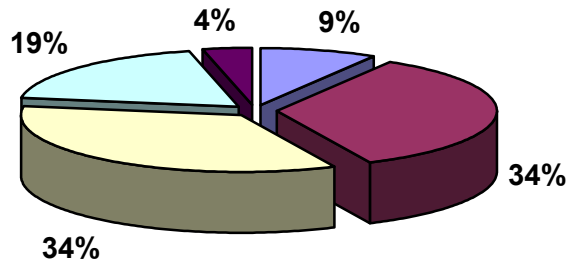
#### **Percentage**

27%  
47%  
15%  
4%  
7%

## **Operational Effectiveness**

### **DWD**

Employees waste little time throughout the day.



#### **Response**

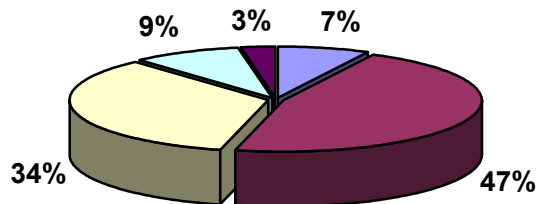
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

34%  
34%  
19%  
4%  
9%

### **DWD**

When problems arise, employees work toward resolution and improving processes.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

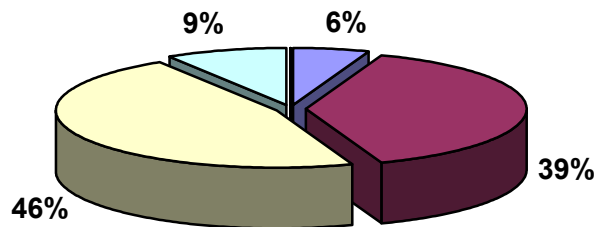
#### **Percentage**

47%  
34%  
9%  
3%  
7%

## **Operational Effectiveness**

### **Partner**

Processes and job functions within my organization operate efficiently.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

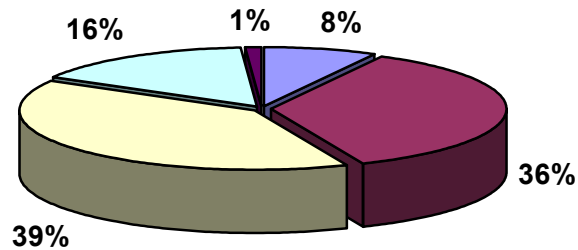
#### **Percentage**

39%  
46%  
9%  
0%  
6%

## **Communication**

### **DWD**

Employees communicate openly with one another.



#### **Response**

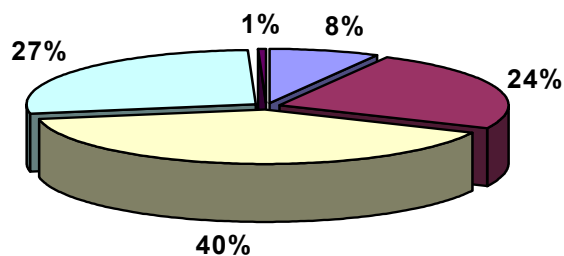
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

36%  
39%  
16%  
1%  
8%

### **DWD**

DWD does a good job communicating information that affects employees.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

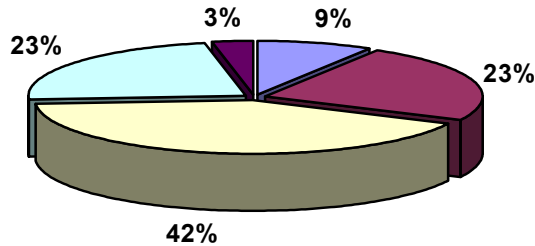
#### **Percentage**

24%  
40%  
27%  
1%  
8%

## **Communication**

### **DWD**

DWD does a good job communicating information that affects customers.



#### **Response**

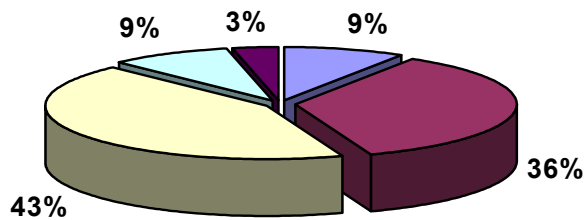
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

23%  
42%  
23%  
3%  
9%

### **Partner**

Missouri Career Center employees communicate information that affects co-workers.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

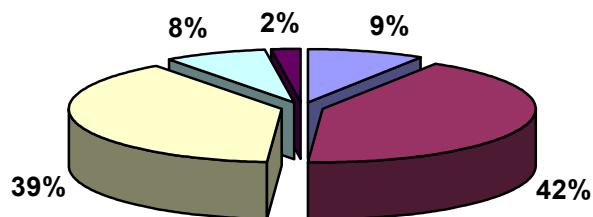
#### **Percentage**

36%  
43%  
9%  
3%  
9%

## **Communication**

### ***Partner***

**Missouri Career Center employees communicate information that affects customers.**

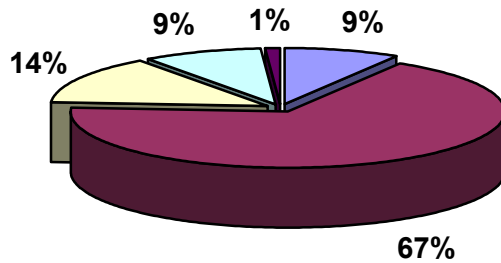


Response	Percentage
Yes	42%
Somewhat	39%
No	8%
Unsure	2%
No Opinion	9%

## **Leadership**

### **DWD**

**My supervisor/manager works well with people.**



#### **Response**

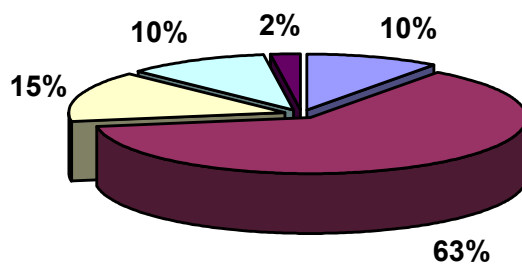
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

67%  
14%  
9%  
1%  
9%

### **DWD**

**My supervisor/manager sets reasonable work objectives for me.**



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

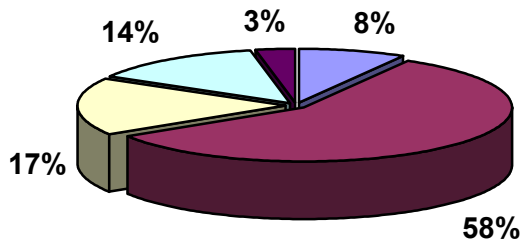
63%  
15%  
10%  
2%  
10%



## **Leadership**

### **DWD**

**My supervisor/manager is a positive role model.**



#### **Response**

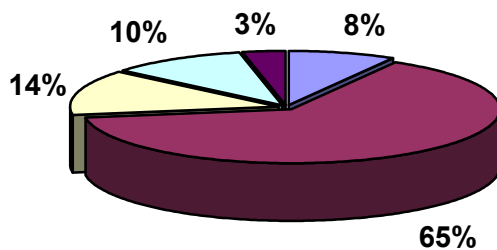
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

58%  
17%  
14%  
3%  
8%

### **DWD**

**My supervisor/manager is interested in the welfare of staff.**



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

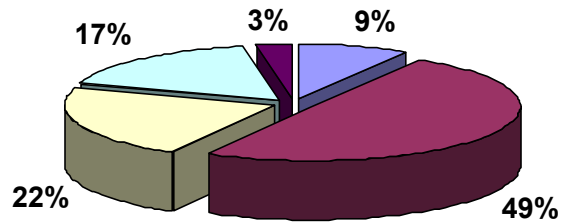
#### **Percentage**

65%  
14%  
10%  
3%  
8%

## **Leadership**

### **DWD**

**My supervisor/manager is an effective mentor and coach.**



#### **Response**

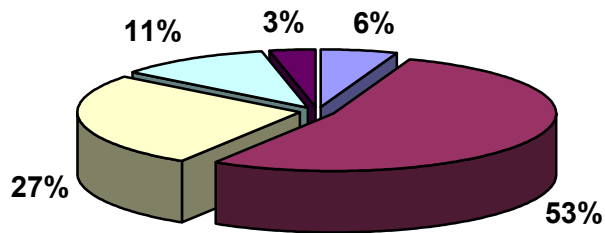
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

49%  
22%  
17%  
3%  
9%

### **Partner**

**Missouri Career Center supervisors contribute to a successful work environment.**



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

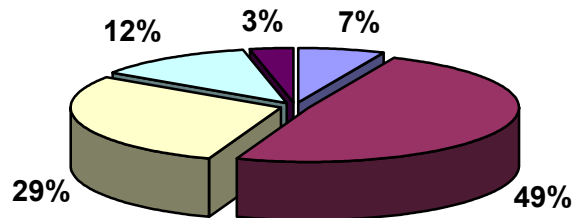
#### **Percentage**

53%  
27%  
11%  
3%  
6%

## **Leadership**

### ***Partner***

**Missouri Career Center supervisors are positive role models.**

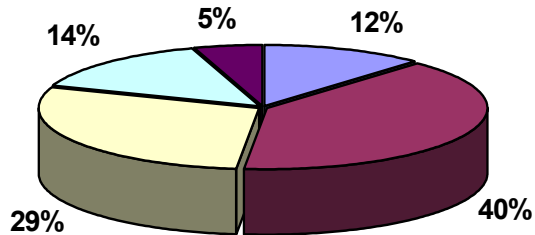


Response	Percentage
Yes	49%
Somewhat	29%
No	12%
Unsure	3%
No Opinion	7%

## **Performance Management**

### **DWD**

DWD sets high performance standards.



#### **Response**

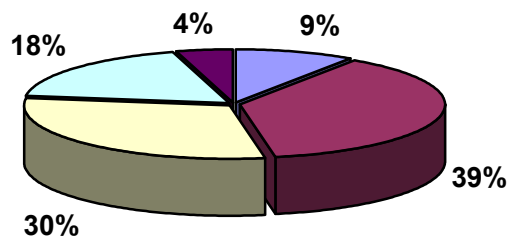
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

40%  
29%  
14%  
5%  
12%

### **DWD**

I understand how my performance is measured and evaluated.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

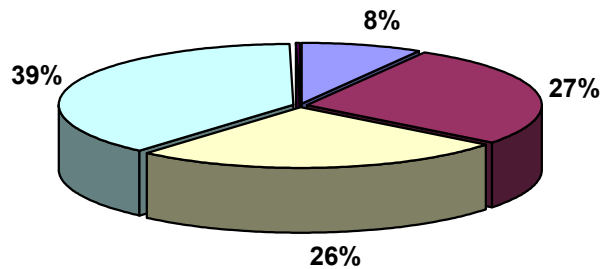
#### **Percentage**

39%  
30%  
18%  
4%  
9%

## **Performance Management**

### **DWD**

I receive job performance feedback on a regular basis.



#### **Response**

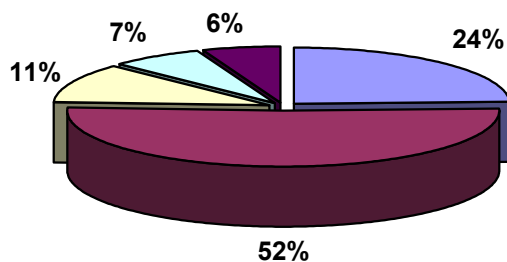
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

27%  
26%  
39%  
0%  
8%

### **DWD**

My most recent performance review was fair and accurate.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

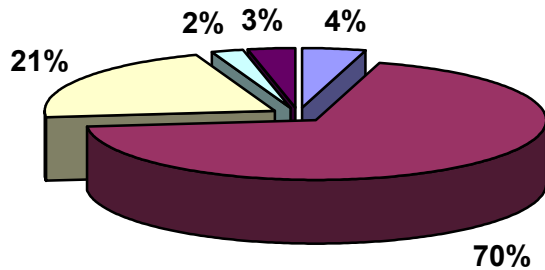
#### **Percentage**

52%  
11%  
7%  
6%  
24%

## **Performance Management**

### **Partner**

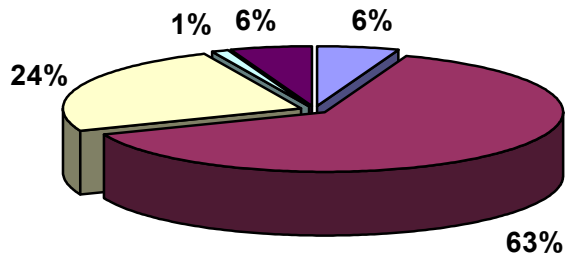
**My organization sets high performance standards.**



Response	Percentage
Yes	70%
Somewhat	21%
No	2%
Unsure	3%
No Opinion	4%

### **Partner**

**I understand how performance is measured and evaluated.**

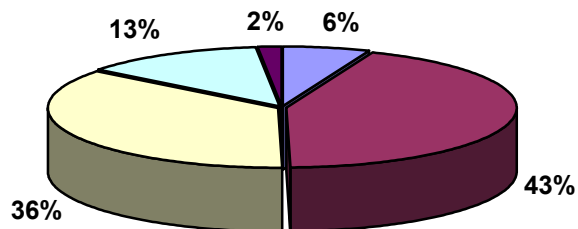


Response	Percentage
Yes	63%
Somewhat	24%
No	1%
Unsure	6%
No Opinion	6%

## **Training & Development**

### **DWD**

**DWD offers training necessary to do my job.**



#### **Response**

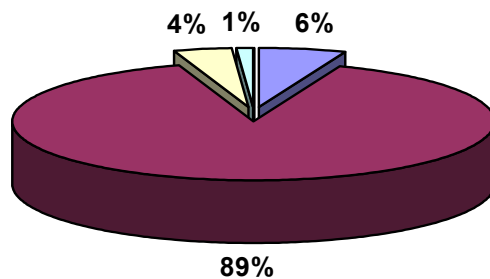
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

43%  
36%  
13%  
2%  
6%

### **DWD**

**I have a responsibility to improve my knowledge and skills.**



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

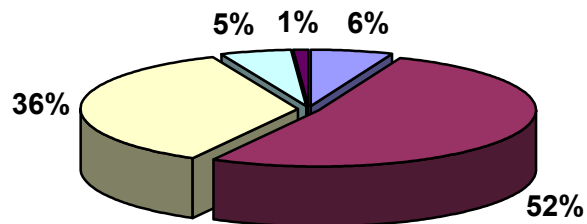
#### **Percentage**

89%  
4%  
1%  
0%  
6%

## **Training & Development**

### **DWD**

I have opportunities to improve my knowledge and skills.



#### **Response**

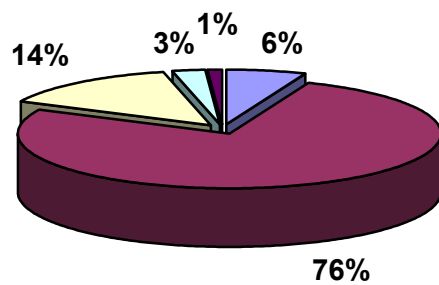
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

52%  
36%  
5%  
1%  
6%

### **DWD**

I know how to locate DWD training and development information.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

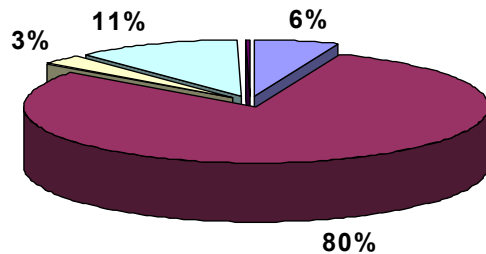
76%  
14%  
3%  
1%  
6%



## **Training & Development**

### **DWD**

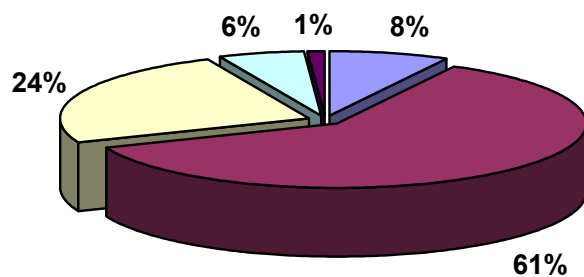
I have attended training in the last 6 months.



Response	Percentage
Yes	80%
Somewhat	3%
No	11%
Unsure	0%
No Opinion	6%

### **Partner**

My organization offers training necessary to do my job.

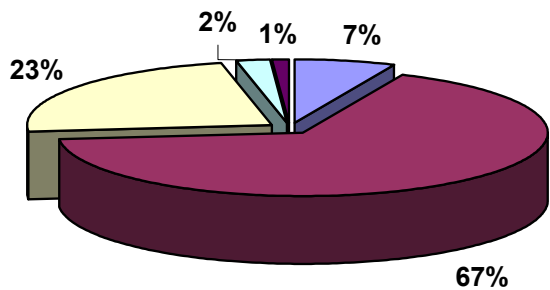


Response	Percentage
Yes	61%
Somewhat	24%
No	6%
Unsure	1%
No Opinion	8%

## **Training & Development**

### **Partner**

**I have opportunities to improve my knowledge and skills.**

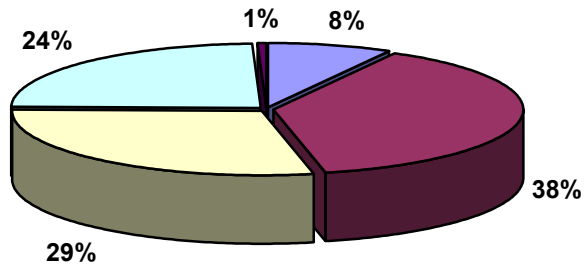


Response	Percentage
Yes	67%
Somewhat	23%
No	2%
Unsure	1%
No Opinion	7%

## **Recognition & Incentives**

### **DWD**

I receive appropriate recognition and praise when I do a good job.



#### **Response**

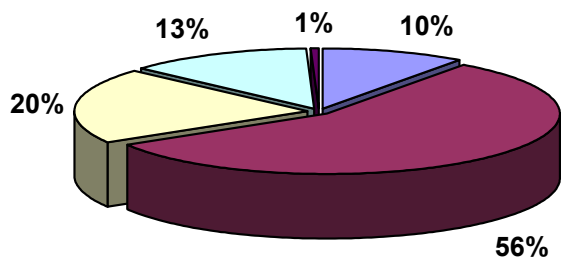
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

38%  
29%  
24%  
1%  
8%

### **DWD**

Receiving incentives and recognition motivates me to do a good job.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

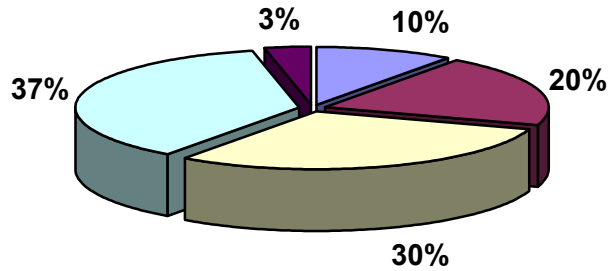
#### **Percentage**

56%  
20%  
13%  
1%  
10%

## **Recognition & Incentives**

### **DWD**

Employees are acknowledged for high quality performance.

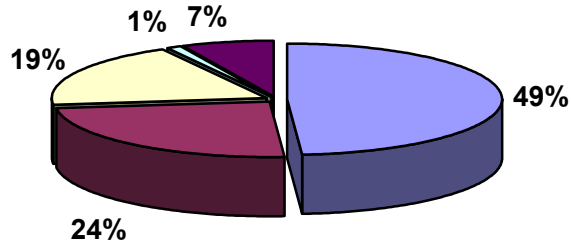


Response	Percentage
Yes	20%
Somewhat	30%
No	37%
Unsure	3%
No Opinion	10%

## **Resources**

### **DWD**

The physical arrangement of my work area allows me to do my job effectively.



#### **Response**

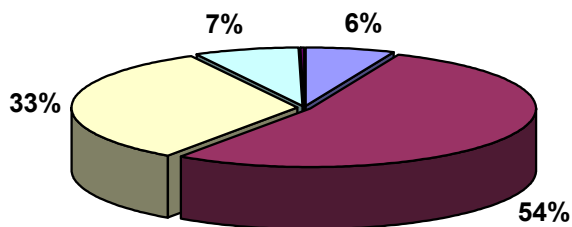
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

49%  
24%  
19%  
1%  
7%

### **DWD**

I have access to the information and resources I need to do my job.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

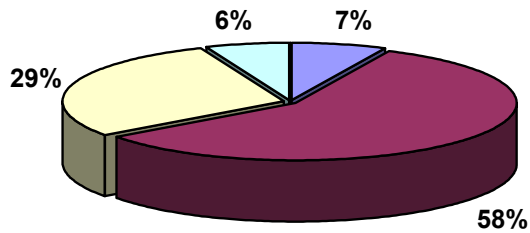
#### **Percentage**

54%  
33%  
7%  
0%  
6%

## **Resources**

### **DWD**

I have the tools and equipment I need to do my job.



#### **Response**

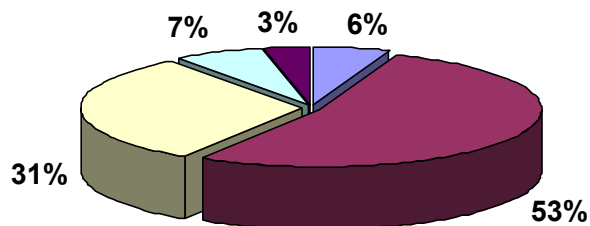
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

58%  
29%  
6%  
0%  
7%

### **Partner**

Missouri Career Center employees have access to information and resources needed to do a good job.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

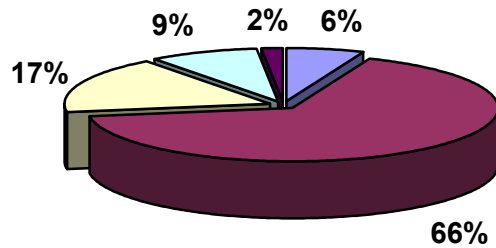
#### **Percentage**

53%  
31%  
7%  
3%  
6%

## **Working Conditions**

### **DWD**

I feel safe from injury on my job.



#### **Response**

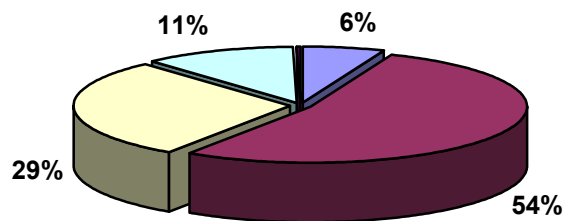
Yes  
Somewhat  
No  
Unsure  
No Opinion

#### **Percentage**

66%  
17%  
9%  
2%  
6%

### **DWD**

My working conditions are pleasant.



#### **Response**

Yes  
Somewhat  
No  
Unsure  
No Opinion

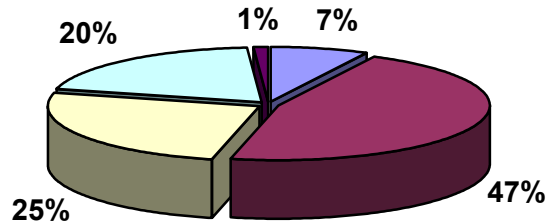
#### **Percentage**

54%  
29%  
11%  
0%  
6%

## **Working Conditions**

### **DWD**

I feel safe from illness and environmental conditions on my job.



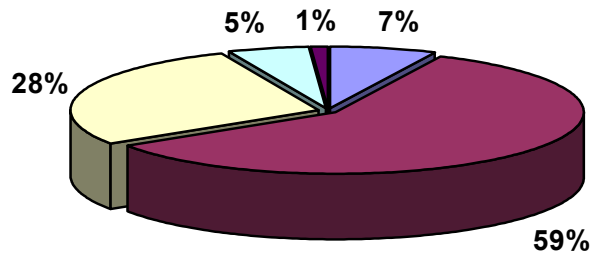
Response	Percentage
Yes	47%
Somewhat	25%
No	20%
Unsure	1%
No Opinion	7%



## **Overall Satisfaction**

### **DWD**

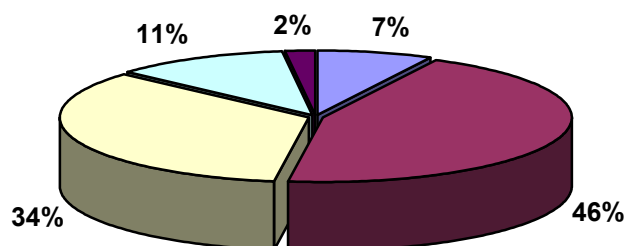
Overall, I am satisfied with my job.



Response	Percentage
Yes	59%
Somewhat	28%
No	5%
Unsure	1%
No Opinion	7%

### **DWD**

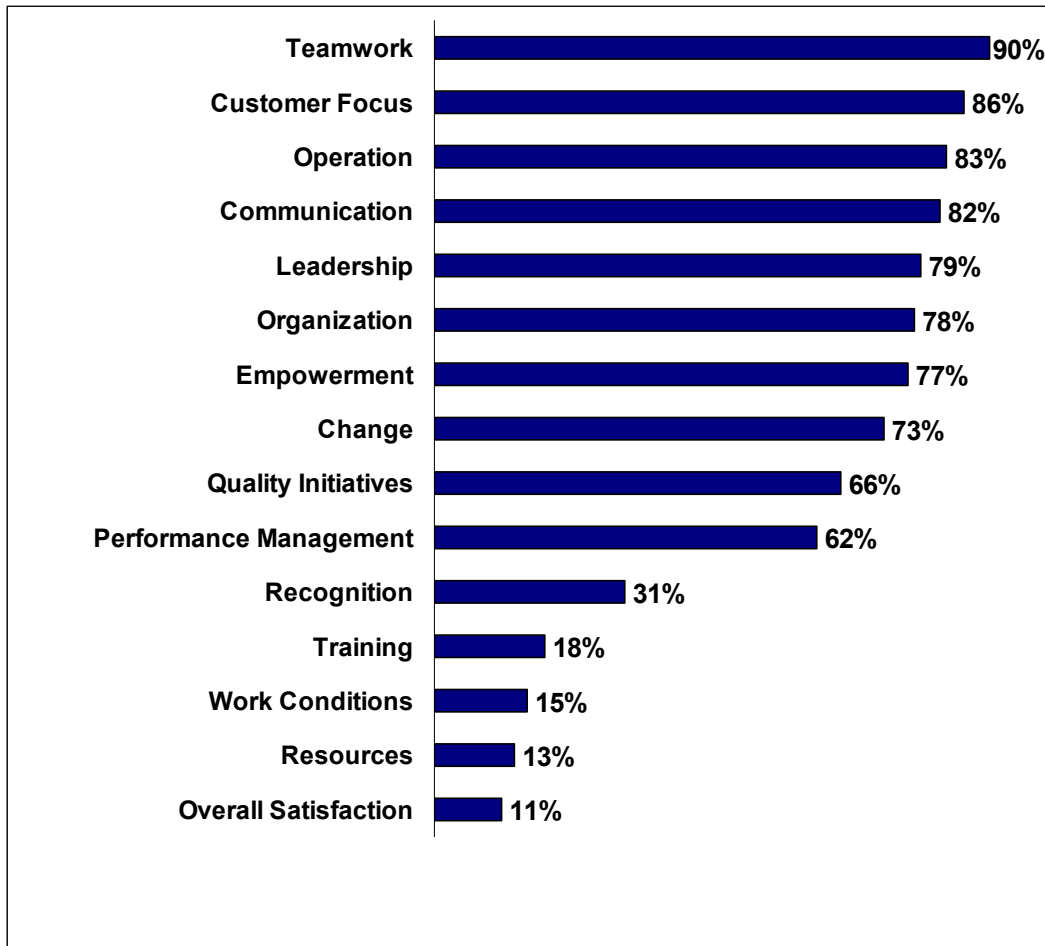
Overall, I am satisfied with DWD.



Response	Percentage
Yes	46%
Somewhat	34%
No	11%
Unsure	2%
No Opinion	7%

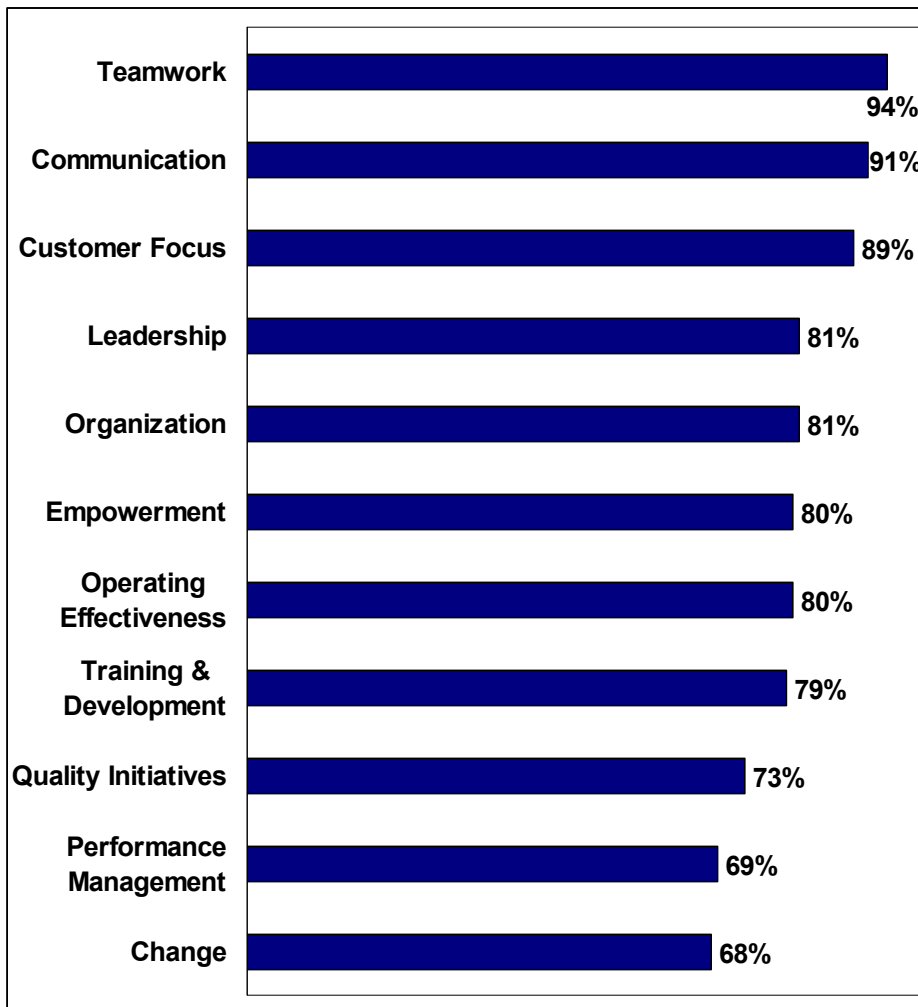
## **Categories Most Important to Respondents**

**DWD**



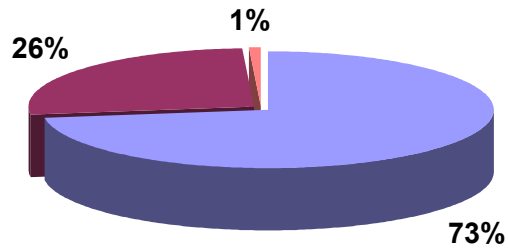
## **Categories Most Important to Respondents**

### ***Partner***



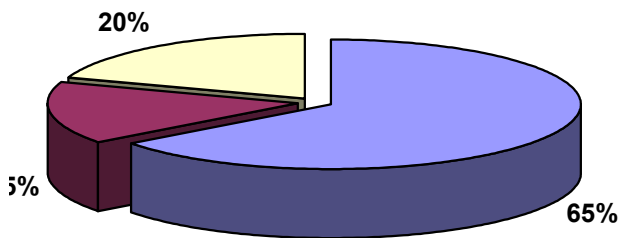
## **Respondent Work Location**

### **DWD**



Response	Percentage
Career Center	73%
Central Office	26%
Other	1%

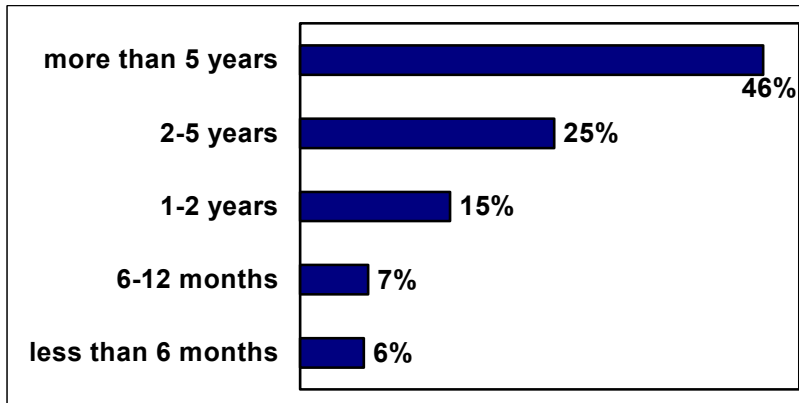
### **Partner**



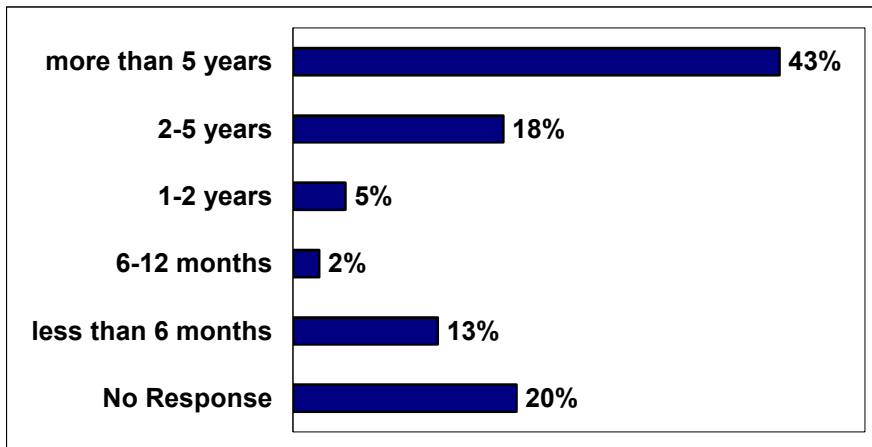
Response	Percentage
Career Center	65%
Partner Office	15%
No Response	20%

## **Respondent Length of Time on the Job**

### **DWD**

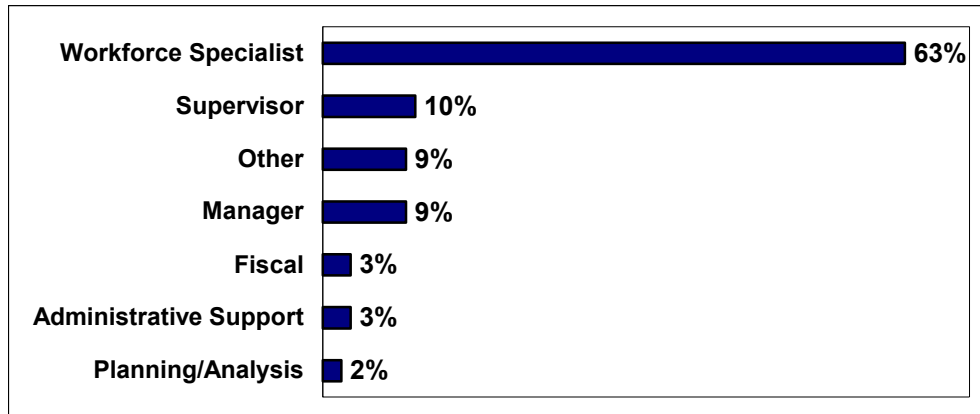


### **Partner**



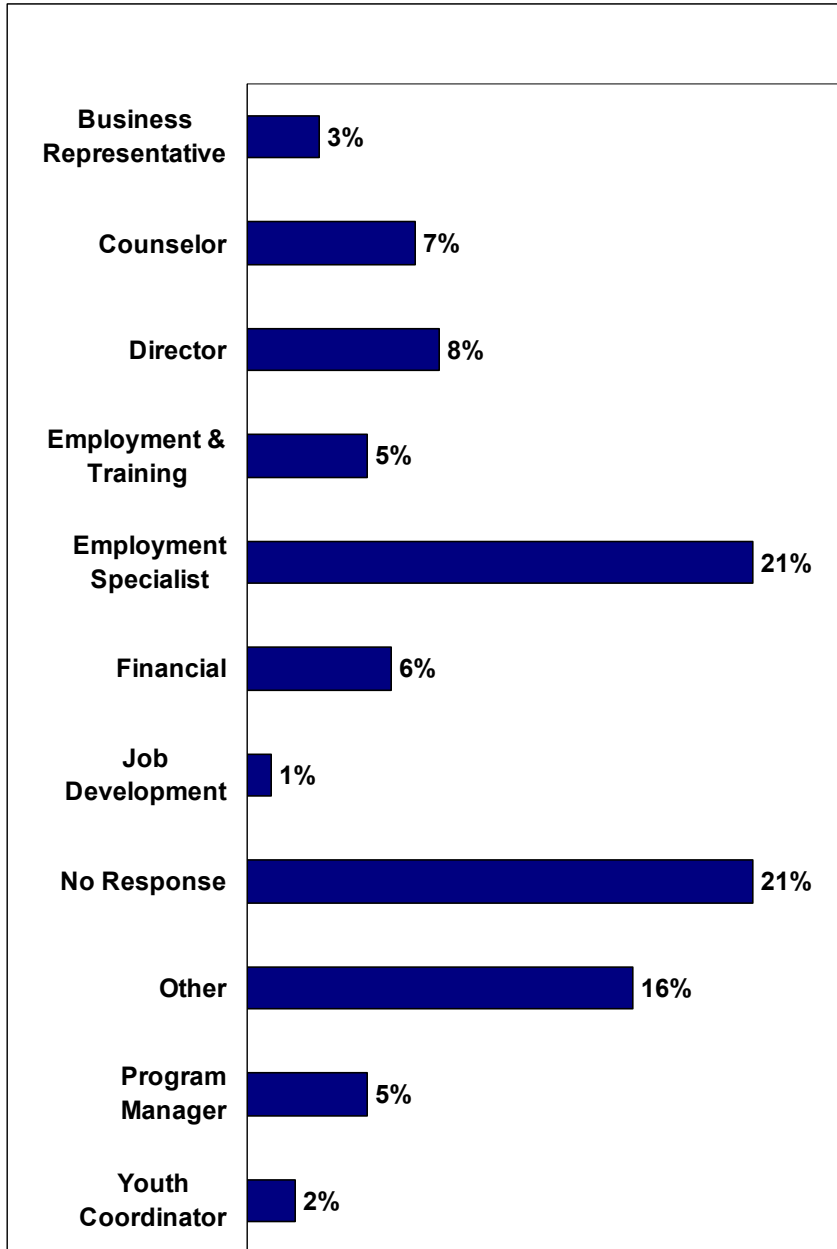
## **Respondent Job Function**

### **DWD**



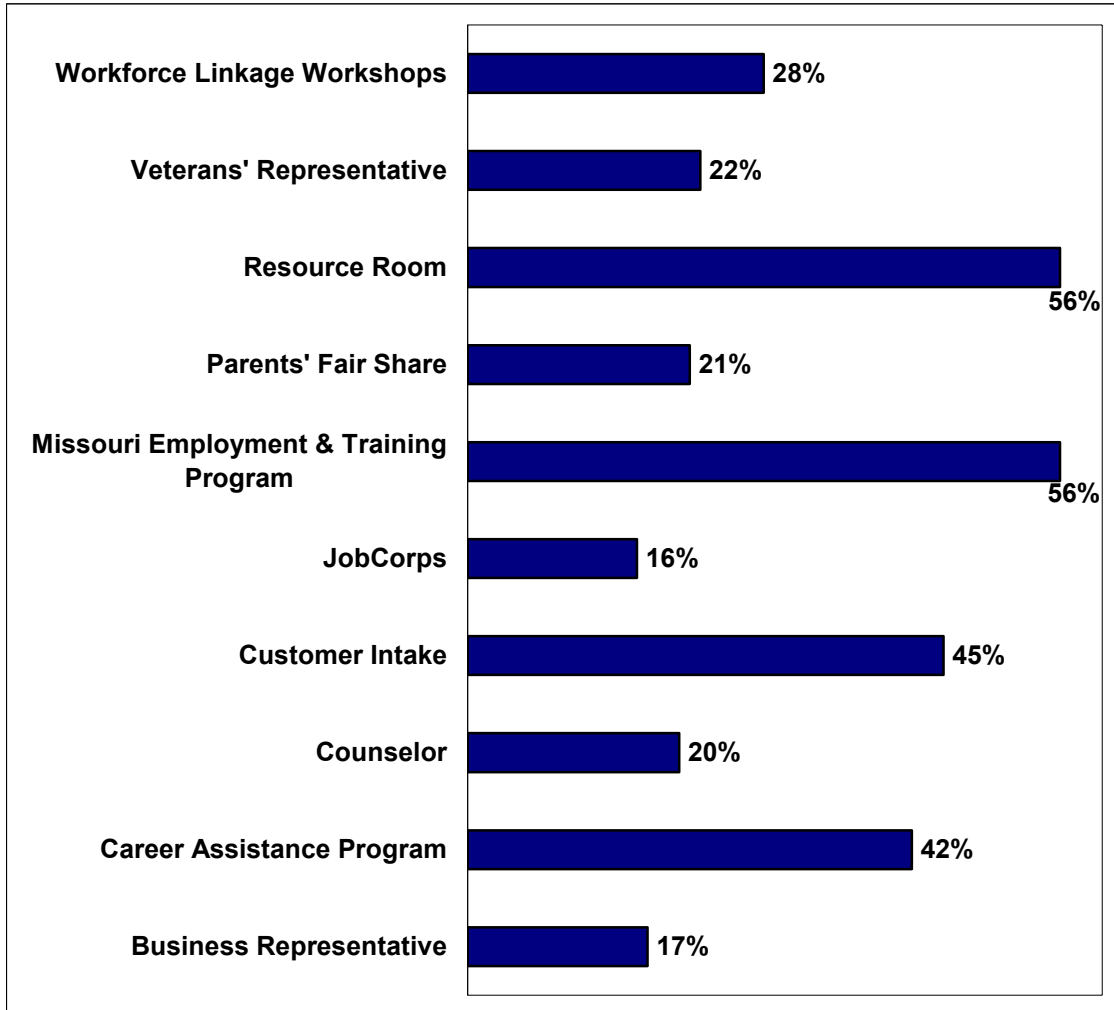
## **Respondent Job Function**

### **Partner**



## **Respondent Work Responsibilities**

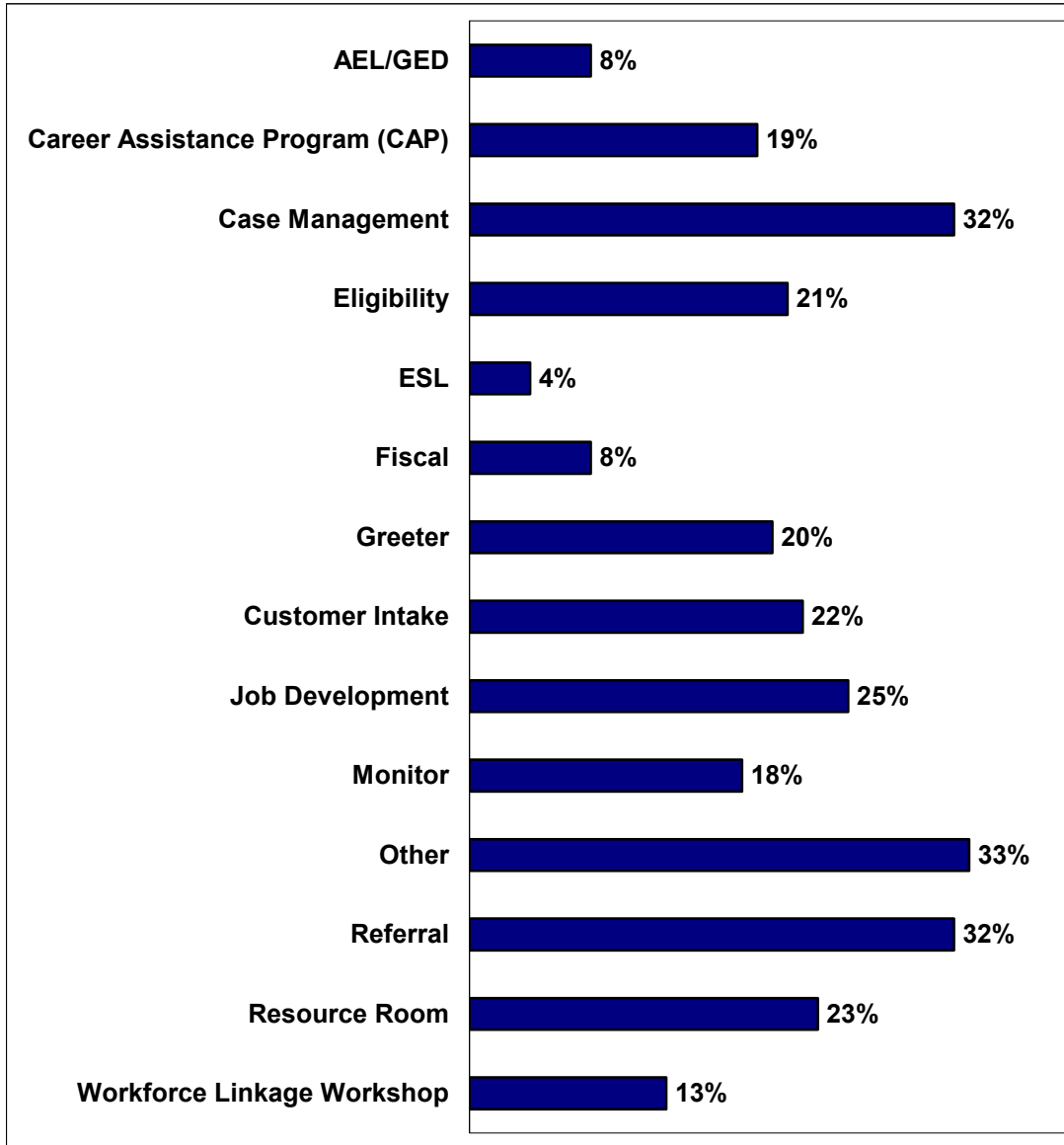
**DWD**





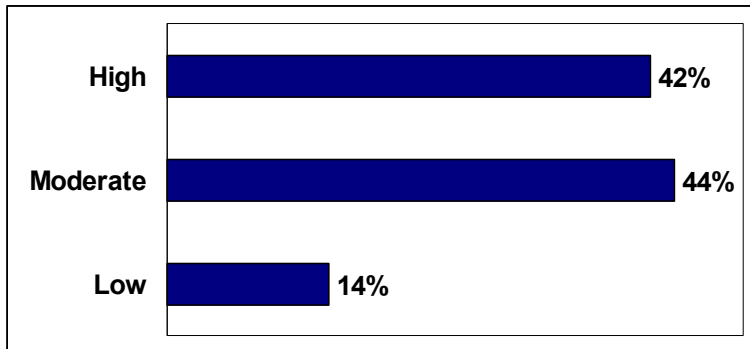
## **Respondent Work Responsibilities**

### **Partner**

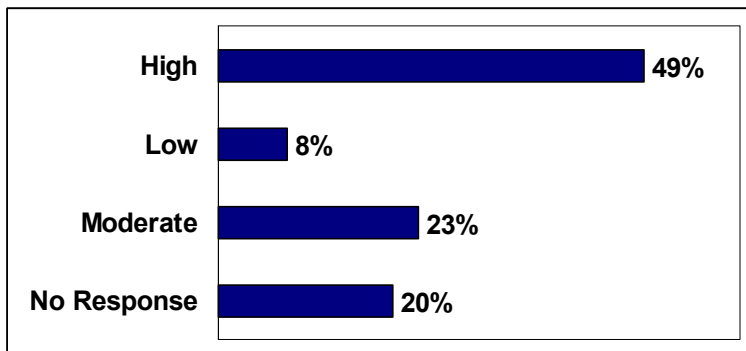


## **Respondent Morale**

### ***DWD***



### ***Partner***



# ***SURVEY COMMENTS***

## ***DWD***

### **What do you find most satisfying about working for DWD?**

#### **Agency**

- DWD is committed to improving the workforce environment in the state and I'm excited about being a part of that commitment
- Working for an agency which helps those in need
- I see the potential to mold DWD into an innovative and responsive organization dedicated to helping customers find better jobs
- I believe it's an agency that could greatly benefit the state of Missouri, Missouri businesses, and Missouri workers
- DWD appears to want to make changes
- I love the full one stop concept, offering employers and customers services in one setting
- we are able to impact the economic development of our region by assisting businesses and job seeking customers

#### **Benefits**

- good benefits, affordable health insurance
- flextime & State benefits (holidays, insurance, etc.)
- livable wage and promised retirement

#### **Customer**

- helping Veterans
- helping employers and job seekers find what they are looking for, whether finding the right employee for the job or finding the right job for an individual
- helping people to improve their lives through education, training and employment
- emphasis on providing customer service
- calling on businesses, seeing what their offices are like, latest equipment, their problems and successes as compared to other companies

#### **Empowerment**

- able to make my own decisions...able to resolve customer situations
- to develop an excellent network of people & resources to assist our partners, business, and job-seeking customers with the tools they need to be successful
- ability to work with little supervision and "just do my job"
- independence, trust from my manager
- effect positive change in the Career Center service delivery system
- flexibility to customize procedures based on the characteristics and demographics of our region, and to provide services
- variety of job duties, opportunities to try new things
- being in a position to communicate and provide notable State services for the local business community, including being in a position to respond to local initiatives

#### **Environment**

- work environment that is clean, pleasing to the eye and has windows
- friendly helpful environment
- good location and easy access

#### **Improvement**

- feedback from Partners and staff that we are moving in the right direction
- new, evolving agency with continuous growth opportunities
- positive change as a result of our Continuous Improvement Review

## **DWD**

### **What do you find most satisfying about working for DWD?**

#### **Intrinsic**

- influence policy, improve services to customers, and authority to hold myself responsible for getting the job done without too much oversight
- knowing that you are making a difference
- watching the clients realize their worth & potential
- feeling of accomplishment
- ability to have a positive effect on people's lives and well-being is an important motivator
- enjoy working in employment services field
- gratifying when you have helped someone provide for their families or better themselves, or overcome hardships such as layoffs or obstacles to employment or being able to go to school
- when I am able to get staff cooperation in order to satisfy a businesses needs

#### **Management**

- manager that values my input
- office supervisor that truly cares about her staff, not just at work but personally & their families
- informative supervisors

#### **Miscellaneous**

- job security
- programs that are very beneficial to the public
- ability to get the answers I need in a short amount of time
- stability
- opportunity to provide feedback
- involvement with Missouri Employers Council

#### **Staff**

- staff are knowledgeable and easy to work with
- dedication of staff
- Central Office staff
- good support and communication
- terrific group of co-workers.
- sharing and co-existing with our partner agencies
- friendliness of our local staff.
- staff that takes their jobs very serious and genuinely cares about the customers they serve
- my manager and co-workers function in an atmosphere of mutual trust and rely on each other for the particular expertise to help manage our programs

#### **Training**

- training opportunities that are offered
- given opportunity for self-directed learning as well as more formal training opportunities
- attending conferences, off-site training

## ***Partner***

**What do you find most satisfying about working for your organization?**

### **Agency**

- organization really cares about their workers

### **Customer**

- able to provide quality service to customers
- helping people help them self
- working with the customers
- customer satisfaction
- population served by program administered

### **Empowerment**

- I am empowered
- flexibility to meet the needs of the staff and customers

### **Environment**

- encouraging and helpful climate

### **Intrinsic**

- seeing individual's self esteem improve
- flexibility to be creative
- when I help someone in need
- able to make a difference in people's lives
- meeting deadlines

### **Miscellaneous**

- private organization runs smoothly
- working on the business and outreach marketing team
- maximizing resources to serve the community
- training

### **Staff**

- working with state and local co-workers
- dedicated staff

## **DWD**

### **What recommendations do you have for improving DWD?**

#### **Accountability**

- practice fairness
- distribute work equitably
- follow policy and procedures consistently
- accountability from subcontractors
- use chain of command
- make people accountable for their work and their actions on the job

#### **Agency**

- move away from having a social service reputation
- hold on to the job seeker focus
- expand our activities in appropriate areas
- resolve quickly DWD's "fit" with reorganization
- follow through on Division initiatives

#### **Communication**

- most communication goes up the chain less comes down
- better communication of expectations for serving the customers
- better communication between central office and the local staff
- statewide meetings bringing Managers and Supervisors together
- all staff have access to any information they may need in order to perform their assigned duties
- periodically permit submissions for critique
- staff meetings to improve the unit
- establish and encourage open lines of communication

#### **Empowerment**

- allow upper level management to make more routine decisions on their own
- empower the Workforce Specialist in program development
- give the front line workers a voice in how to best correct the problem's and then give us the tools to get the job done
- keep encouraging DWD staff to find innovative ways to improve customer service
- a "whatever it takes" attitude when it comes to servicing our customers and the ability to act on it

#### **Environment**

- make all the Career Centers "business friendly" with business centers and other services on site
- OA has imposed restrictions that do not allow for the physical space necessary
- allow our office to expand so that we can handle more of the general public needs as a one stop location
- private offices for supervisor's rather than on the floor
- need improved work stations to allow for privacy

#### **Feedback**

- listen to people that work in the Career Centers
- avoid major surprises that could have been avoided by just opening up to employee input/discussion/suggestions
- offer clients a way to give feedback
- thank you for listening to the front lines

## **DWD**

### **What recommendations do you have for improving DWD? (cont'd)**

#### **GreatHires and Toolbox**

- improve the Great Hires system by making it more customer friendly and work as advertised
- when making major changes on Great Hires, pilot test in select areas of the state
- establish a Toolbox project manager and development/ rollout plan

#### **Integration**

- push integration of programs at the local level
- better integration of position functionality
- continue to promote partnerships
- keep driving relationship to policy Board, collaboration with MTEC and DWD to make significant improvements for the Governor in the environment for workforce and economic development
- unify all partners
- less threat of privatization
- continuity between Career Centers and continued emphasis upon our business customers
- continue to encourage the idea of new linkages, new partnerships
- provide more opportunities for collaboration
- lack of understanding...our partner staff what their duties and responsibilities are

#### **Management**

- supervisor and management training to work as a team
- work with all employees and not play favorites
- review management from top level on down
- top management wants all the performance standards met but does not give us the tools and equipment to do them adequately
- continue to attract and promote quality people into the positions of authority and responsibility-education will have a great deal to do with it
- leadership needs to start at upper management
- management who will stand up to individuals who may need correction
- insist on honesty from management
- find a more logical "division of power"
- too many layers in decision making process and it takes too much time
- Regional Coordinators in the field on a more regular basis
- Central Office program supervisors in the local career centers working directly with the public annually to avoid the "Ivory Tower" complex

#### **Management Information Systems**

- internet restrictions in place hinder my efforts in helping my clients
- not able to access the job search websites
- computer is a continuous problem, it is very slow sometimes

## **DWD**

### **What recommendations do you have for improving DWD? (cont'd)**

#### **Miscellaneous**

- inequities in the workplace
- do not have access to State vehicles and it's a hassle obtaining a rental
- time management
- use clean language
- constant pressure to finish one customer and get to the next
- DWD look into getting more funding in the form of vouchers to better assist the veterans we serve
- incentives offered at Central Office, if they apply in JC they should apply all over
- set business clients for Specialist to stay in contact with to develop a working relationship
- advertise our Division and what we are suppose to be doing
- respect shown to each other
- allow flexible work schedules
- sharing of "Best Practices" across the State
- student loan reimbursement program
- more professional look/environment

#### **Morale**

- no raises, bonuses, incentives or other means of encouragement it is easy to slip into neutral, unless you are personally motivated
- morale is low
- staff morale should be a high priority

#### **Pay and Advancement**

- pay raises
- reward/pay our people and give them realistic opportunities for advancement
- system where employees that are doing a outstanding job can be rewarded for their efforts
- talented employees will not stay long in this field because they cannot financially afford to do so
- promoting employees that do a better than average job
- higher positions for local office staff
- putting a Workforce Development Specialist II in every office as promised
- opportunities for advancement within Central Office (without the new MAWD certification)

#### **Performance**

- not had a performance review since my 1 year anniversary
- clear cut goals and objectives for each position...a clear mark of what meets and what exceeds expectations
- review of the promotional interview and evaluation process is long over due
- less stress on numbers and more stress on quality of service (less competition among some co-workers)
- do away with the Merit system... Equal Opportunity
- Customer focus: we say we are business focused...rank & file staff in the career center are largely applicant focused
- maintain staff that is technically proficient in their job



## **DWD**

### **What recommendations do you have for improving DWD? (cont'd)**

#### **Process, Policy, Procedures**

- establish and formalize policy and procedures
- balance between process and goal orientation
- establish standards for customer service in individual counseling of jobseekers
- recognize there are other programs: Foreign Labor, Migrant Seasonal Farm Workers, Work Opportunity Tax Credit, Trade Act

#### **Recognition and Incentive**

- offer incentives for staff suggestions... "small" perks like casual days, snack days
- recognition for a job well done

#### **Resources**

- simple way to locate resources and program information to answer our customer's questions and solve problems that arise
- written manuals for all programs
- marketing resources directed to serving the business customer

#### **Staff**

- full time permanent staff in key positions, such as Receptionist, Resource Monitor, Business Representative, and a Career Center Manager placed in each individual center
- look at how each of the centers are staffed
- business rep assigned to "each" local career center under "local" supervision and direction

#### **Teamwork**

- better staff teamwork
- WORK TOGETHER to achieve the continuous goal of assisting customers
- teamwork needs to be a priority
- more team building

#### **Training**

- Toolbox and Greathires
- team building should be in place for both supervisors and career center staff
- opportunity to train
- more training, at the local level, when programs or systems change
- workshop topics to assist staff in relaying job search activities, such as current resume styles; updated Workforce Linkage videos
- when ask for it --excuse budget to tight
- improve training programs
- in-depth training for programs that have a lot of Federal Regulations and Laws to follow
- professional development and skills training
- continue to promote staff development
- training on day to day operations
- coordination of training for employees (we all seem to be interpreting and doing programs differently)
- more management training
- overlooked for particular training opportunities or events
- more cross-training
- employer/business related training
- orientation for new employees before they actually start in local offices
- less "train the trainer"
- improve the training and acquisition of information by counselors

## ***Partner***

### **What recommendations do you have for improving your organization?**

#### **Communication**

- lack of communication
- improved communication between partners

#### **Empowerment**

- opportunities to be in on the decision making
- involve and empower the front line staff

#### **Environment**

- more space

#### **Feedback**

- ask for feedback from employees, then listen

#### **GreatHires and Toolbox**

- disassociate ourselves from UI and GreatHires/Labor Exchange

#### **Management**

- people skills focused management as opposed to numbers
- good replacement for our president/coo and then provide he/she the opportunity to grow and to think outside the box

#### **Management Information Systems**

- new computers for career center staff

#### **Miscellaneous**

- Intake/triage is often overwhelming
- additional money in the areas of need
- more advertisement regarding the services offered
- marketing plan
- understand the business community and their needs

#### **Pay and Advancement**

- career advancement opportunities

#### **Performance**

- assistance/guidance from the state in monitoring
- less complicated method of measurement for performance

#### **Process, Policy, Procedures**

- Develop policies and stick with them
- Improve processes

#### **Resources**

- more resource information

## ***Partner***

**What recommendations do you have for improving your organization?  
(cont'd)**

### **Staff**

- more employees working with CAP customers
- more Business Representatives
- more staff in the career centers
- WIA partner staff need to become more involved
- DWD local staff need to understand that partnering does not mean all agencies do all things--that is duplication of service

### **Teamwork**

- everyone needs to work together

### **Training**

- training for board members and presiding commission
- ongoing training environment by management team